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Annual Report **2005**

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## MULTI-YEAR SUMMARY

## Selected Financial Data

(Dollars in millions, except per share data)	2005 <sup>1)</sup>	2004	2003	2002	2001 <sup>2)</sup>	2001 <sup>2) 3)</sup>
<b>Sales and Income</b>						
Net sales	\$6,205	\$6,144	\$5,301	\$4,443	\$3,991	
Operating income	513	513	427	323	182	\$233
Income before income taxes	482	485	397	279	125	176
Net income	293	326	268	176	53	105
<b>Financial Position</b>						
Current assets excluding cash	1,867	1,962	1,822	1,518	1,350	
Property, plant and equipment	1,081	1,160	1,052	917	845	
Intangible assets (primarily goodwill)	1,679	1,709	1,710	1,690	1,685	
Non-interest bearing liabilities	1,418	1,678	1,493	1,290	1,058	
Capital employed	3,193	3,236	3,187	2,924	2,917	
Net debt	877	599	785	864	1,023	
Shareholders' equity	2,316	2,636	2,402	2,060	1,894	
Total assets	5,065	5,354	4,931	4,356	4,086	
Long-term debt	757	667	846	843	1,037	
<b>Share data</b>						
Earnings per share (US\$) <sup>4)</sup>	3.26	3.46	2.81	1.79	0.54	1.07
Equity per share (US\$)	27.67	28.66	25.31	21.39	19.32	
Cash dividends declared and paid per share (US\$)	1.17	0.75	0.54	0.44	0.44	
Share repurchases	378	144	43	30	0	
Number of shares outstanding (million) <sup>5)</sup>	83.7	92.0	94.9	96.3	98.0	
<b>Ratios</b>						
Gross margin (%)	20.4	19.9	18.9	18.1	16.6	16.6
Operating margin (%)	8.3	8.4	8.1	7.3	4.5	5.8
Pretax margin (%)	7.8	7.9	7.5	6.3	3.1	4.4
Return on capital employed (%)	16	16	14	11	6	8
Return on shareholders' equity (%)	12	13	12	9	3	6
Equity ratio (%)	46	49	49	47	46	
Net debt to capitalization (%)	27	18	24	29	35	
Days receivables outstanding	71	73	77	78	79	
Days inventory outstanding	32	31	31	31	32	
<b>Other data</b>						
Airbag sales <sup>6)</sup>	4,083	4,028	3,608	3,160	2,817	
Seatbelt sales <sup>7)</sup>	2,122	2,116	1,693	1,283	1,174	
Net cash provided by operating activities	479	680	529	509	266	
Capital expenditures	315	324	258	228	248	
Net cash used in investing activities	(303)	(303)	(275)	(240)	(270)	
Net cash provided by (used in) financing activities	(86)	(261)	(273)	(257)	10	
Number of employees, December 31	34,100	34,500	32,100	30,100	28,300	

1) Please see page 22 for "Items Affecting Comparability". 2) In 2001, Unusual items reduced gross profit by \$46.1 million, income before taxes by \$65.3 million, net income by \$46.8 million and earnings per share by \$0.48 (see Note 10 for further details.) 3) Adjusted for the effect of the accounting principle FAS-142. 4) The differences between basic and dilutive per share amounts are less than one percent for each year (see page 33) 5) At year end, net of treasury shares. 6) Incl. Steering Wheels, Electronics, Inflators and Initiators. 7) Incl. Seat components.